

WISCONSIN DEPARTMENT OF ADMINISTRATION  
*WORKING TOGETHER TOWARD PROCESS EXCELLENCE*



---

## Project Charter

**Project Name:** Lean Government/Process Redesign Initiative (LGPRI)

**Executive Sponsor:** Office of the Secretary

Mike Huebsch, Secretary

Chris Schoenherr, Deputy Secretary

**Project Leader:** Suzanne Hock, Lean Government, Process Redesign Specialist

**Key Stakeholders:**

Governor, Cabinet and Non-Cabinet Agencies, DOA Divisions, DOA Staff

**Organization:** DOA and its Divisions

**Document Last Updated:** July 9, 2012

**Project Overview:** (History and Business Case)

On May 2, 2012, the Governor issued Executive Order #66 which establishes the Wisconsin Lean Government Initiative and directs that DOA implement a "Lean Government" initiative. In addition, work done by the Waste, Fraud and Abuse Commission in 2011/12 and the drive for outstanding stewardship to maximize value to state taxpayers also provides an impetus for the DOA LGPRI. There is an understanding of the need to take a fundamental look at how DOA, as the flagship administrative agency for the State of Wisconsin, delivers services to its customers and develop new models for our work. In light of potential technological changes and a strong desire to make state government operate more efficiently, it makes sense at this time to embrace a major review of our administrative and business processes and service delivery across DOA.

Current administrative processes and practices vary considerably within DOA and across state agencies. There is a general belief that these processes are overly bureaucratic and inefficient. There is a need to standardize, streamline, and automate our processes. In addition, DOA and other state agencies will seek to implement an enterprise-wide automated ERP system. This system requires standardization and significant retraining efforts in order to accomplish its intent.

There is recognition that business practices need to be designed at the "local" level for everyday users. Standardization will bring about streamlined processes which will be easier to use.

**Vision:** LGPRI will engage DOA in an inclusive and transparent way so that stakeholders are involved in the recommendations for change and successful implementation of models for improved service delivery.

**Guiding Principles:** The following principles will guide the LGPRI:

- **Customer Service:** Providing high levels of customer services is essential
- **Engage:** Proactively engage / involve DOA staff in the design and implementation of LGPRI
- **Value:** Recognize and respect the expertise, value and contributions of DOA staff
- **Streamline:** Find ways to streamline and simplify DOA business processes
- **Standardize:** Work toward department-wide standardization of administrative processes
- **Collaborate:** Look for opportunities to work collaboratively
- **Improve:** Focus on improving quality and timeliness of administrative services within existing budgets
- **Leverage:** Leverage technology to meet business needs
- **Communicate:** Communicate frequently and effectively throughout the project
- **Change:** Value the past and the present while building a solid foundation for the future

### **Project Goals:**

Identify key administrative processes and business practices which can be streamlined, standardized, simplified and automated to make work more efficient and improve service delivery. Design and implement new processes and applications to ensure work standardizations.

Prioritize projects to achieve early success then identify and address projects with highest potential savings.

Develop staffing models to support the recommendations for processes and system changes based on best practices, department needs, and data analysis.

Engage the DOA in an inclusive and transparent project so all stakeholders are involved in the recommendations for change and prepared to successfully implement the agreed upon best business practices and recommended models for improved service delivery.

### **Project Deliverables:**

1. Identify processes which suffer from repeated customer complaints; reduce complaints by a significant number.
2. Identify processes that most impact staff and customers and for which improvement would have a dramatic positive effect on operations.
3. Produce reliable data which enables DOA and its Divisions to track improvements and sustain lean efforts.
4. Redesign processes so that workloads are reduced, customers are satisfied and work products are streamlined.
5. Focus on processes that do not require statute or rule changes in order to effect improvements.

6. Demonstrate collaboration in the process redesign initiative and a willingness to share insights about DOA's LGPRI.

7. Identify and provide training, skill building, certification and opportunities to showcase accomplishments.

### High-Level Timeline – Phase One

#### Project Start Up

#### Training

#### Process Selection/Prioritization

#### Process Redesign

#### Develop Long-Term Sustainability for LGPRI

Build and implement a sustainable plan for improving DOA processes and service delivery models based on the LGPRI vision, guiding principles, and practices.

#### Develop Service Delivery Models

Identify service delivery changes based on improved business process needs.

### Target Date

June 30, 2012

September 2012 \*\*

Energy-July 30, 2012; DEO August 30, 2012 \*\*

Energy-October, 2012; DEO November 30, 2012 \*\*

December 30, 2012 to be implemented March 30, 2013

March 30, 2013 Ongoing

Title	Who	Roles / Responsibilities
Executive Sponsor	Office of the Secretary – Deputy Secretary	Serve as ultimate decision maker for project budget, timeline, and scope.
Administrators	Schoenherr Division Administrators	Commit to and champion the project, modeling the expected changes. Provide direction and oversight to the project teams, selecting redesign projects, addressing issues and identifying decision points.
Project Leader	Suzanne Hock	Oversee and lead the project. Responsible for assuring that project deliverables are completed.
LGPRI Redesign Projects	Redesign Team Members	Redesign selected division processes adhering to the LGPRI principles and practices including responsibility for metrics. (See individual team charters)
LGPRI Redesign Team Leaders	Designated Staff in Divisions	Serve as a team leader directing the work of the redesign team and keeping the project on schedule; Serve as the steward for processes redesigned as a result of the work of redesign teams. Assist with the measurement of process improvements in the control phase.

WISCONSIN DEPARTMENT OF ADMINISTRATION

Division of Energy Services

**Executive Sponsor Charter**

**Project Name:** Process Improvement: Wave 1

**Executive Sponsor:** Kevin Vesperman: Division of Energy Services Administrator

**DOA Resource Leader:** Suzanne Hock, Lean Government, Process Redesign Specialist

**Key Stakeholders**

Division staff; DOA Management; counties; weatherization agencies: low income, energy efficiency, and renewable energy advocate; federal agencies.

**Organization:** Division of Energy Services in wave 1

**Project Overview:**

Decreasing availability of Federal and State funding creates a need to be efficient and effective in utilizing the available funds. Process improvement via lean and six sigma and other improvement tools will allow for a continuous improvement approach in improving the efficiency of the existing program in delivering effective energy services to the targeted constituents.

Wave 1 will focus on providing training for key staff and utilizing the concepts in processes and activities within the division to reduce the overall time elapsed and time spent on performing key processes, and incorporating the concepts into daily work.

**Vision:** People achieve the results, and this is intended to provide staff with a set of tools to allow the collective engagement of staff in continuous innovation towards a common goal. This continuous improvement culture will be achieved by providing the training, support, and strategic direction to efficiently and effectively deliver energy related services on an ongoing basis.

**Project Goals:**

Provide training on process improvement; identify process improvement projects and apply the tools; and report out the findings. Projects shall reduce either elapsed time by 25%, hours by 10%, or a higher quality product.

**Project Deliverables:**

Deliverables will include:

- 24 hours of class room training
- Each individual will select and complete a process improvement cycle;
- Each project will have a final report out, and going forward action plan,
- Potential future projects will be identified and added to the project inventory list

**Project Scope:**

In-Scope: Processes internal to DES with medium to low risk and low to medium impact.

Out-Of-Scope: Changes requiring measurable budget or staffing increases.



**Guiding Principles:** The following principles will guide the implementation:

- **Customer Service:** Providing appropriately high levels of customer services is essential
- **Engage:** Proactively engage / involve staff in the design and implementation of LGPRI
- **Value:** Recognize and respect the expertise, value and contributions of administrative staff
- **Streamline:** Find ways to streamline and simplify business processes
- **Standardize:** Work toward division -wide standardization of administrative processes
- **Collaborate:** Look for opportunities to work collaboratively
- **Improve:** Focus on improving quality and timeliness of administrative services within existing budgets
- **Leverage:** Leverage technology to meet business needs
- **Communicate:** Communicate frequently and effectively throughout the project
- **Change:** Value the past and the present while building a solid foundation for the future

**Project Time Line:**

Task	SEP 03	SEP 10	SEP 17	SEP 24	OCT 01	OCT 08	OCT 15	OCT 22	OCT 29	NOV 05	NOV 12	NOV 19	NOV 26	DEC 03	DEC 10	DEC 17
Training: 6 sessions	X		X		X		X		X		X					
Project Selection																
Plan-Do-Check																
Project Sessions													X		X	
Report Development																
Report Out																X

Title	Who	Roles / Responsibilities
Executive Sponsor	Kevin Vesperman	Serve as ultimate decision maker for project budget, time-line, and scope.
Leadership Support	Susan Brown Barb Klug-Sieja Tony Link Hoyt O'Brien David Jenkins	Commit to and champion the project, modeling the expected changes. Provide direction and oversight to the project teams, selecting redesign projects, addressing issues and identifying decision points.
DOA Project Leader	Suzanne Hock	Oversee and lead the project. Responsible for providing the project deliverables.
Project Members	Wave 1 Team Members	Redesign selected division processes adhering to principles and practices including responsibility for metrics. (See individual team charters)

Signed: \_\_\_\_\_